

Nissan Supply Chain Journey to Resilience



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Building Supply Chain Resilience

RE: NISSAN, a New Path Forward

- Reduce fixed and variable costs
- Sharpen our product strategy
- Increase new model speed to market
- Reinforce partnerships

Full Speed Ahead



Media January 2025



1 Global Restructure



2 New Product Pipeline



4 Cost Competitiveness



3 Volume Planning / Simplification



5 Gemba Supplier Activities

Nissan Americas Manufacturing Facilities



3 Manufacturing Facilities

- Smyrna TN - Vehicle
- Decherd TN - Engine
- Canton MS - Vehicle



6 Manufacturing Facilities

- Aguascalientes A1/A2 - Vehicle
- Aguascalientes - Engine
- Cuernavaca C1/C2 - Vehicle
- COMPAS Aguascalientes - Vehicle



1 Manufacturing Facility

- Resende-Rio de Janeiro - Vehicle



Rogue



Pathfinder



Murano



QX60



Altima



Frontier



Sentra (US)



Kicks



March



Versa



Versa



Versa Drive



QX50



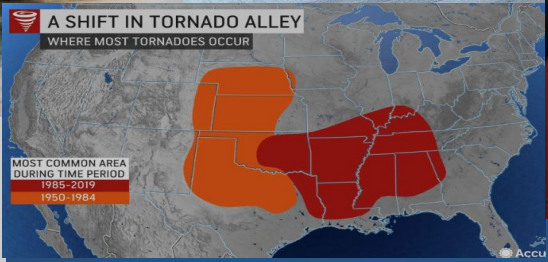
QX55



Kicks



Kicks Play



Expect the Unexpected



Resilience Goals



Identify risks before they become supply disruptions



Constantly scan for supply chain risks and alternative options

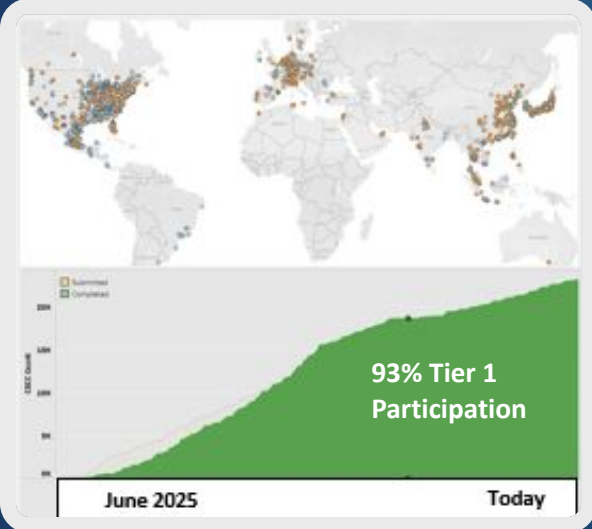


Keep Nissan manufacturing production plan stable



Reduce / optimize overall cost

Supply Chain Risk Mitigation Digital Tools



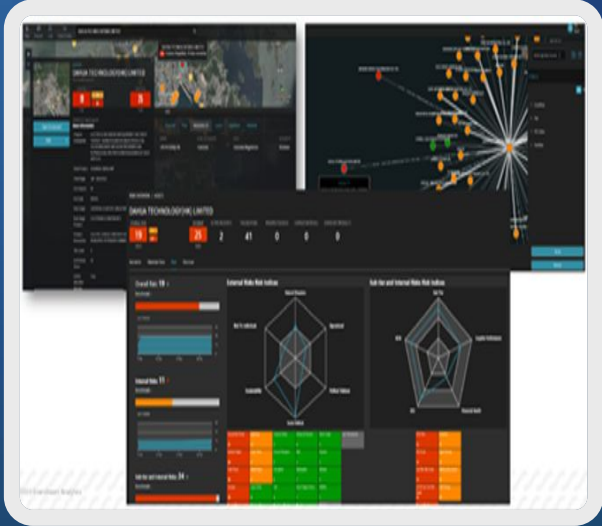
Tier N Mapping

Tier N supplier mapping through direct collaboration with Tier 1



Global Compliance

Strategic partnerships that enable validation of Tier N sourcing chain



External Threats

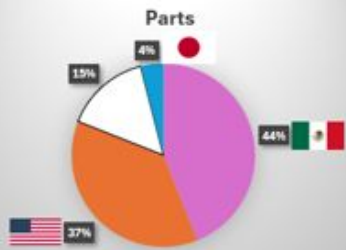
Real-time AI monitoring of Tier 1~N suppliers' locations to find potential supply chain issues



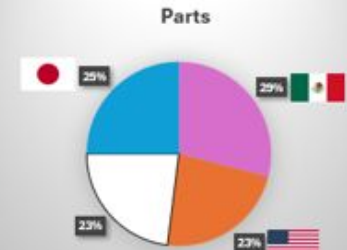
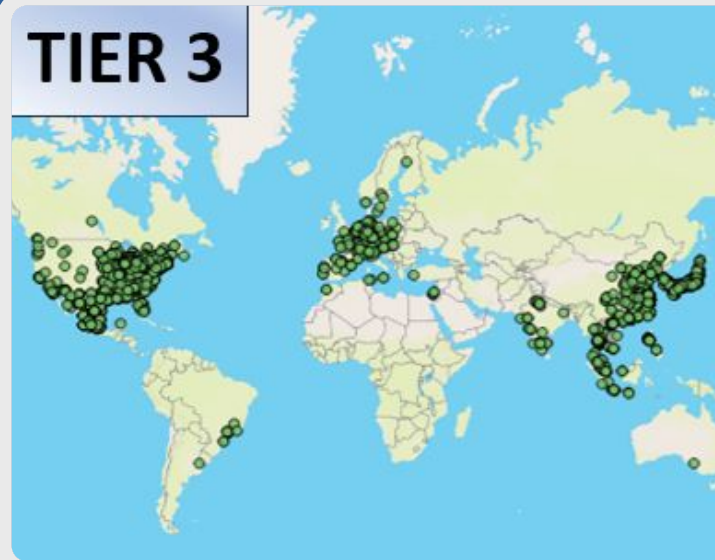
Cyber Threats

Tier-N Mapping

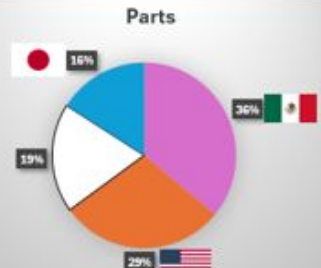
TIER 1



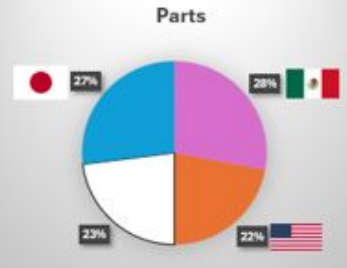
TIER 3



TIER 2



TIER 4



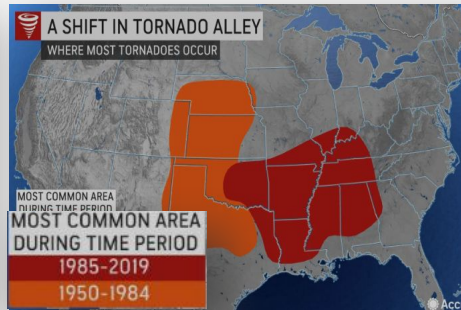
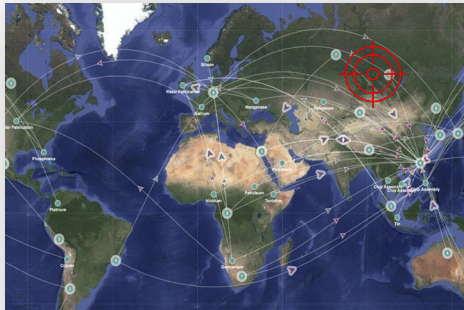
Proactively Identify Risks

Working closely with key partners helps us anticipate and respond **proactively** to geopolitical tensions, severe weather, economic volatility, and other supply chain disruptions

Supply Risk Alerts



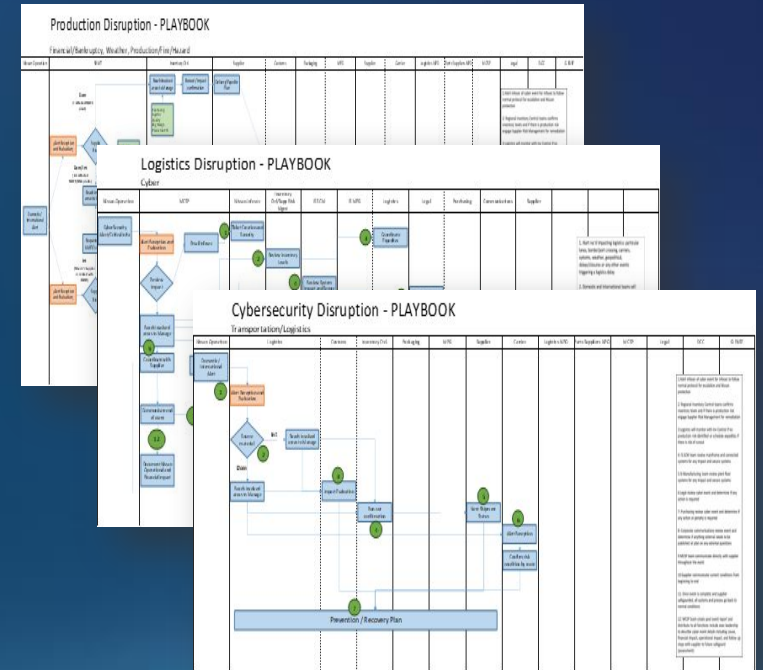
Action Plan Playbooks,
Quick Assessment & Risk Mitigation



! URGENT ALERT !



Tier 1: Location
Tier 2: Location
Tier 3: Location
Risk :



Cyber Resilience



Data breach of customer or corporate information



Insider threats / social engineering



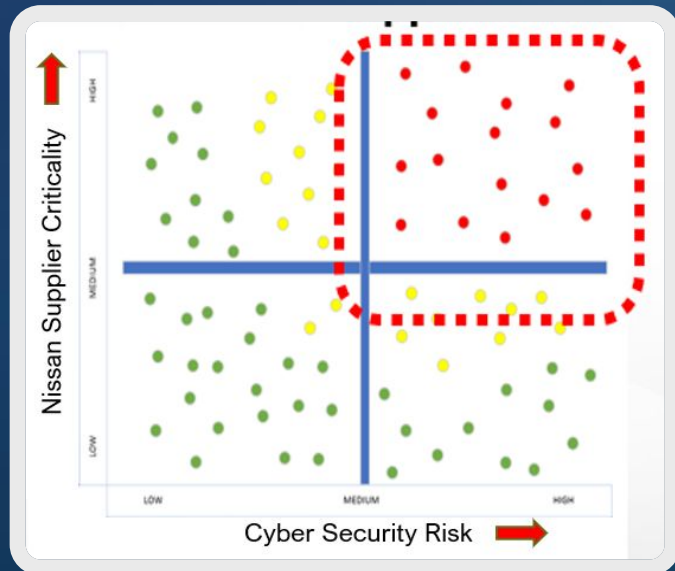
Connected vehicle vulnerabilities



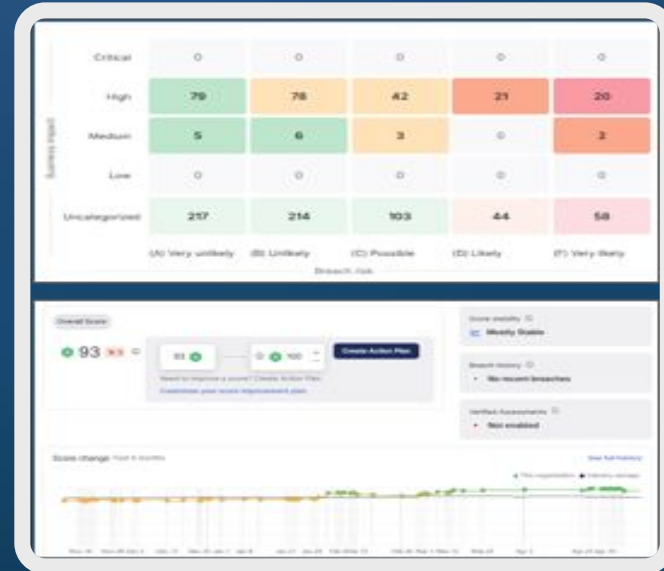
Supply chain attacks



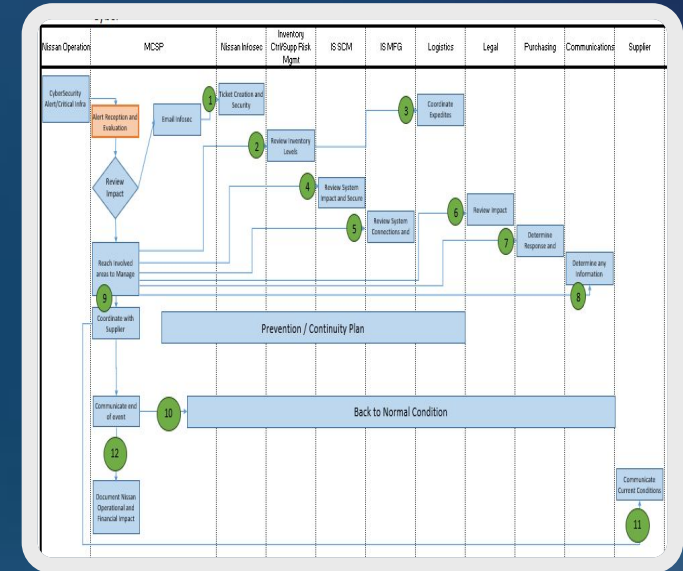
Ransomware on manufacturing systems



Cyber Security Risk →
Assess



Monitor



Respond

Protecting Your Organization



Vendor Risk Assessments

- Evaluate Third Party cyber policies before onboarding and periodically



Contractual Safeguards

- Include cybersecurity clauses and audit rights in contracts



Continuous Monitoring

- Implement tools to detect vulnerabilities in third party connections



Employee Training

- Educate staff on phishing and secure data handling



Continuity Plan

- Define your critical systems and what you would do if they “go away”

Faster, Stronger, Smarter

One Team Spirit



Habitat for Humanity



Birthday Celebrations



Employee Ride & Drive Events



Kickball Tournament



Laser Tag



Nissan SCM Logistics Conference



Soccer Tournament



Top Golf

Analytics Academy: Upskilling to Drive SCM Forward



Academy Goals: Provide targeted trainings to **infuse** analytics knowledge and **foster** a data-centric mindset among **all SCM Analysts**

Level 0:
*Analytics
Foundation*

Level 1:
*Data
Visualization
Fundamentals*

Level 2:
*Business
Intelligence &
Data Science
Awareness*

Level 3:
*Applications of
Emerging Data
Science*

University
Analytics
Boot Camp

Awareness

Understanding

Applying

Mastery

Igniting Innovation Through People, Systems, Tools

AMERICAS SCM INNOVATION

Key Pillars

Data & Analytics Strategy



Analytics Applications

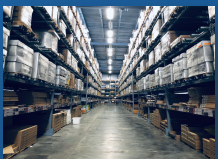


Data Centralization



Workflow Applications

Regional Systems



Warehouse Management [WMS]



Yard Management [YMS]



Transportation Management [TMS]



Finished Vehicle Systems

Risk Sensing Proactive Assessment



Tier-N Risk Detection



Cybersecurity Prevention



Government Compliance



Natural Disaster & Risk Detection

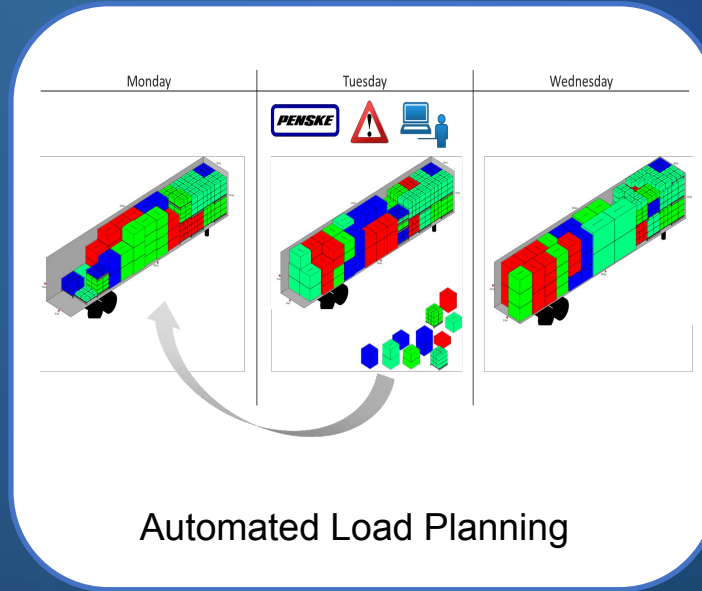
Foundation

People Strategy

Developing New Data & Analytics Skills across the Regional Organization

Driving Efficiencies

- Port optimization studies
- Localization of parts & suppliers
- Network routing optimizations
- Truck fill ratio improvements
- Packaging improvements
- Algorithm for inventory float
- Direct to plant shipments
- AI chat bots for routine questions
- Benchmarking activities
- “Help Suppliers Help Us”



Finding Stability in Instability

Consistent Capacity

Inbound Fleet

163
Trucks

The **Only** OEM in
México with Own
Fleet



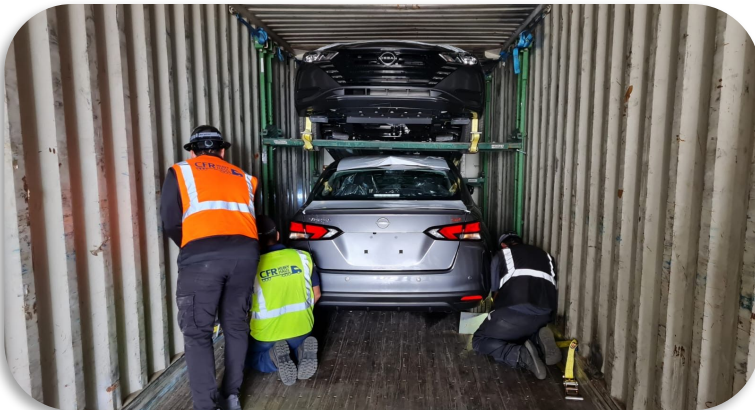
Outbound Fleet

101
Trucks

The **Only** OEM in
México with Own
Fleet



Creative Shipping



Strategic Contracts



Dedicated Vessel



Delivering Excellence



2025

IIHS Top Safety
Pick and Pick+

Armada

Pathfinder

QX60

QX80



2025

Best Value
Midsize Pickup

Frontier

Best Value
Compact Car

Sentra

Best Value
Compact SUV

Rogue



2025

Subcompact SUV
of the Year

Kicks

Best New Interior &
Best Overall Interior

QX80

Best New Feature
of 2025

**Invisible Hood
View**



2025

Consumer Guide
Best Buy Award

Ariya

Kicks

Frontier

Rogue

Versa

Consumer Guide's
Most Awarded Brand
of 2025

JD Power Awards 2025

Highest Dependability Small Vehicles
1st Place: Kicks



Highest Dependability Midsize Vehicles
1st Place: Murano



Best Small Car of 2025
1st Place: Versa



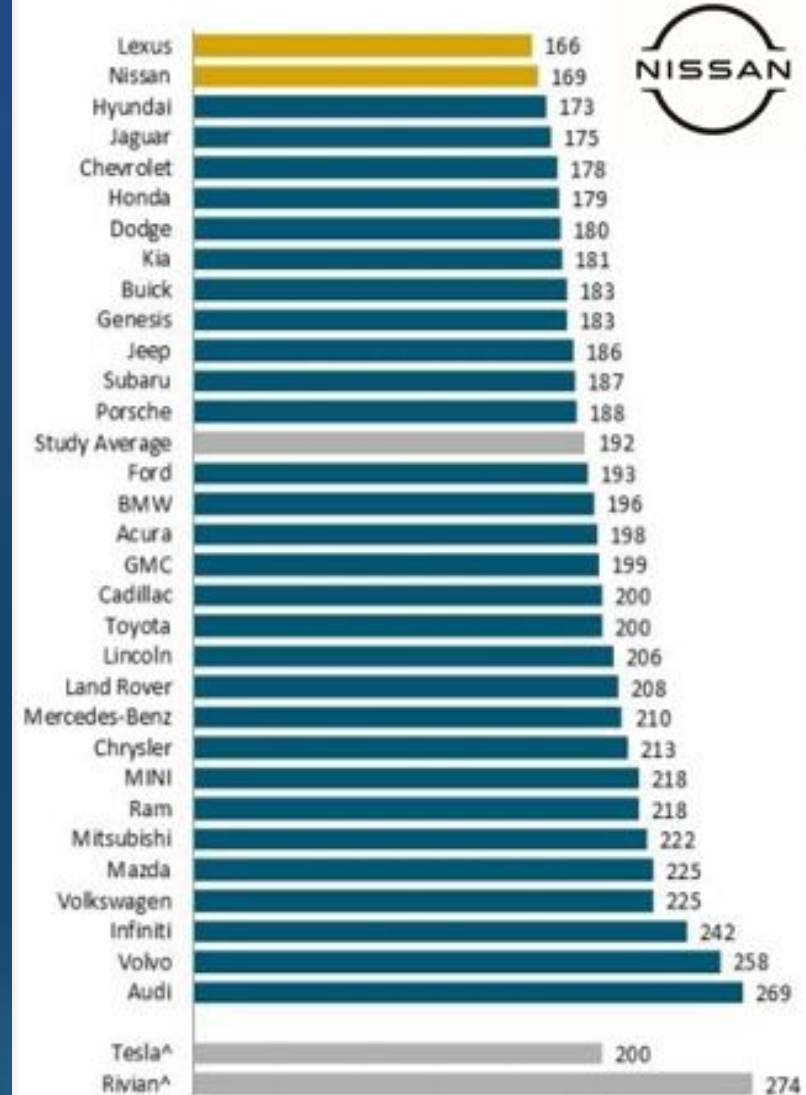
Best Midsize SUV of 2025
1st Place: Murano



J.D. Power 2025 U.S. Initial Quality StudySM (IQS)

Brand Ranking

Problems per 100 Vehicles (PP100)



JD Power Awards 2025

Best Compact Car of 2025
1st Place: Sentra



Best Midsize Car of 2025
2nd Place: Altima



Best Large Premium SUV of 2025
1st Place: QX80



Best Midsize Pickup of 2025
2nd Place: Frontier



The image features a blue-tinted background with a city skyline silhouette. A car is shown in profile, facing left. The text "Thank You" is written in white, bold, sans-serif font across the middle of the car. There are large, semi-transparent blue circular shapes behind the car.

Thank You